

IMPACT NASHVILLE

DAVIDSON COUNTY'S
CITIES OF SERVICE PLAN
MAYOR KARL F. DEAN





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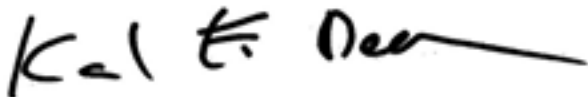
Nashvillians can accomplish anything that we collectively apply our minds, hands and hearts to. —Mayor Karl F. Dean

Tennessee is the volunteer state and with that legacy comes great responsibility. As Mayor of Nashville, Tennessee's capital city, I not only believe in the amazing power of volunteers but have seen that power firsthand.

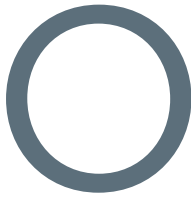
On September 10, 2009, I joined Mayor Bloomberg as a founding member of the Cities of Service Coalition. As I stood alongside Mayor Bloomberg and fifteen other Mayors from across the country, I pledged to find creative ways to utilize volunteers to address local challenges. At that time, I had no idea how much I would rely on the spirit and force of volunteers in the months to come.

In May, 2010, Tennessee experienced a historic flood, the 4th largest non-hurricane disaster in U.S. history. In Nashville, 10,000 private properties were affected, and the city suffered over 2.5 billion dollars in damages. Despite these staggering numbers, the flood of 2010 will be most remembered for how the waters did not rise nearly as high as the waves of volunteers and the groundswell of community pride and support.

As mayor, nothing has made me more proud than the way our citizens responded to the May flood -- neighbors helping neighbors, churches helping congregation members, and complete strangers helping other strangers. Nashvillians can accomplish anything that we collectively apply our minds, hands and hearts to.

A handwritten signature in black ink, reading "Karl E. Dean". The signature is fluid and cursive, with a long horizontal stroke extending to the right.





On September 10, 2009, Mayor Karl Dean pledged that Nashville would help the country achieve the goals of the Edward M. Kennedy Serve America Act by joining Mayor Bloomberg to launch the Cities of Service coalition. By signing the Declaration of Service, Mayor Dean promised to do his part through the development of a comprehensive local action plan to increase civic engagement. This plan builds upon the energy and experience of local organizations that effectively utilize volunteers to address our city's greatest needs.

Nashville's comprehensive strategic plan, entitled "Impact Nashville", seeks to leverage local human, institutional, and cultural capital through impactful volunteerism directed towards two of the mayor's top priorities: Public education and the environment. With measurable outcomes in each of these areas and with Impact Nashville promoting service as a core community responsibility, the standards of volunteerism across the public and private sectors will be further raised.

Improving public education is Mayor Dean's top priority. This priority is shared across the county. Given the high level of community support and interest, Impact Nashville will utilize volunteers as an additional hands-on resource for the city's highest-need public schools. In recent years, Metro Nashville Public Schools (MNPS) has seen a concerning decline in third grade reading scores. Third grade is a pivotal year for children to move from "learning to read" to "reading to learn". For this reason, Impact Nashville is focusing on students with below proficient reading scores that attend the city's lowest performing schools. In these schools, Impact Nashville will design one-on-one volunteer reading projects with kindergarten, first and second graders who are in the 25-50% quartile of their classmates.

In addition to in-school learning, Impact Nashville will also address out-of-school learning. A youth afterschool mentor program will be created to match high school reading mentors with high-need middle school students participating in one of the Mayor's Nashville Afterschool Zone Alliance (NAZA) programs. To further benefit both the mentor and mentee, collegiate students will be engaged as mentors and leaders. This three-tiered approach will work to reduce middle and high school student absences and in classroom behavioral problems while strengthening self-motivation, confidence, and general attitudes toward education and their future. The long-term plan for this initiative is to first pilot the mentor project in one NAZA zone then expand into all MNPS seven clusters over the next five years.

This plan builds upon the energy and experience of local organizations that effectively utilize volunteers to address our city's greatest needs.

A second top priority for Mayor Dean is the environment. Nashville's historic 2010 flood brought devastation to our citizens, our infrastructure, and our environment. The flood highlighted pressing environmental concerns that Nashville needs to more aggressively address such as stormwater management. As part of Nashville's flood recovery operations, city officials are working on ways to mitigate potential damage from future floods by identifying ways water can be better dispersed and absorbed naturally. Volunteers will plant trees and rain gardens in flood-affected areas to help absorb and manage stormwater. It is the Mayor's hope that over time, these communities will have a stronger natural absorption system in place...planted and managed by volunteers.

While the flood brought many challenges to Nashville, opportunities have emerged. One of those opportunities is to reduce the city's carbon footprint by integrating energy efficiency into our residential properties.

In addition to the residential and business damages, the May 2010 flood left debris in and along our natural infrastructure. As a responsible community to our citizens, our environment, and our neighboring counties and states, Nashville will repair our waterways to their natural, and even cleaner, state prior to the flood. Impact Nashville will utilize volunteers to clean the debris left in and around our streams, creeks, and rivers. Teams of trained volunteers will remove the attainable debris and design a collaborative system for our citizens to take ownership of our waterways and ensure they remain clean.

While the flood brought many challenges to Nashville, opportunities have emerged. One of those opportunities is to reduce the city's carbon footprint by integrating energy efficiency into our residential properties. In partnership with the Mayor's Office of Environment and Sustainability, Impact Nashville will address this goal in two ways. First, Impact Nashville will utilize volunteers to work one-on-one with flood victims in the re-build process to educate homeowners about energy efficiency, best practices, and impactful behavioral changes. Once the needs of flooded homes have been met, Impact Nashville will utilize this same strategy in lower income neighborhoods across the city. Second, through an incentive program, trained volunteers will educate and register homeowners to integrate energy efficiency and behavioral changes into their homes and lives.

To increase visibility and accessibility, Impact Nashville will develop a website to highlight the city's priority volunteer projects. In addition, Impact Nashville will develop a curriculum to train agencies that work with volunteers on how to be innovative in project design and how to track and measure impact. To further solidify the Mayor's reliance on volunteers to help accomplish citywide goals, critical partnerships will be developed and maintained. Impact Nashville will work closely with a variety of local nonprofits, community groups, businesses, and advocates to help shape, promote, implement, and champion the objectives of Impact Nashville. ○



Impact Nashville will develop a curriculum to train agencies that work with volunteers on how to be innovative in project design and how to track and measure impact.



CITIES OF SERVICE



Mayor Karl Dean joined New York City's Mayor, Michael R. Bloomberg, and 15 other founding mayors from across the country on September 10, 2009 to launch the Cities of Service Coalition. Cities of Service is a bipartisan coalition of mayors who have committed to work together to lead a multi-year effort to expand impact volunteerism. The coalition has rapidly grown since its inception and now includes more than 100 mayors, representing more than 47 million Americans across the nation.

American cities face serious challenges and many mayors want to take advantage of every resource available to them, including the time and energy of public spirited residents, to address those challenges. But in cities across America today, citizen service is often an under or inefficiently utilized strategy by municipal governments. Cities of Service supports mayors to leverage citizen service strategies, addressing local needs and making government more effective.

In January 2010, Cities of Service Leadership Grants were awarded to ten cities: Chicago, Detroit, Los Angeles, Nashville, Newark, Omaha, Philadelphia, Sacramento, Savannah, and Seattle. Funded by the Rockefeller Foundation, the grants are used to hire Chief Service Officers. A second round of grants, this time funded by Rockefeller Foundation and Bloomberg Philanthropies, were announced in June 2010. The recipients are: Atlanta, Austin, Baltimore, Baton Rouge, Chula Vista, Houston, Little Rock, Orlando, Pittsburgh, and Richmond.

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How we define service

Service is defined as an activity or project performed by an individual or group that benefits the public good. This service can be through an agency or organization, through educational service-learning opportunities, or simply designed by the volunteer.

Service-learning, according to the National Service-Learning Clearinghouse, is a teaching and learning strategy that integrates meaningful community service with instruction and reflection to enrich the learning experience, teach civic responsibility, and strengthen communities. In the past several years, service-learning has become a successful tool in K-12 institutions as well as colleges and universities in teaching the next generation the importance of participating in civic life.

While most volunteerism occurs through an organization, it also can be less formal and more self-directed. This “self-directed service” occurs when an individual’s service is independent of an event or program managed by a nonprofit organization or public agency. These are the good deeds people do in their every day lives, from helping an elderly neighbor bring home a bag of groceries to shoveling snow from a neighbor’s sidewalk.

The Additional Value of Service:

Research shows that service matters in some unexpected ways. Volunteering is associated with stronger communities, measurable health benefits, individual academic achievement, community participation and civic engagement, and opportunities for professional development. Moreover, by supporting their neighborhoods, volunteers are estimated to contribute anywhere from \$150 to \$300 billion in services and time to the national economy.

Health Rewards:

Volunteering is associated with better health outcomes. Much of the research focuses on the power of volunteering for seniors³, but the experience has benefits across the age spectrum. In recent years, research has shown that volunteers are 30% less likely to report poor health. Studies have also shown that volunteers have a 44% lower mortality rate than those who do not volunteer. This may be because volunteers are healthier in the first place, or perhaps that the social networks created through volunteerism have positive effects on emotional and physical well being.

Youth Achievement:

Youth involved in service programs develop stronger social and personal skills, and do better and are more engaged in school than children and teenagers who do not serve. Participation in

Volunteers are estimated to contribute anywhere from \$150 to \$300 billion in services and time to the national economy.

service-learning also leads to a reduction in risky behaviors. A nationwide study of service-learning programs at 25 sites found that risk of course failure, school suspension, or teen pregnancy was 40% lower than the control group. Surveys of youth also find that participation in service-learning has a positive relationship to an interest in politics, current events, and community. The National Research Council reports that service-learning appears to be one of the most effective strategies for improving academic learning and youth engagement.

Civic Engagement:

Service experience prepares youth and adults to become active citizens. Through volunteer experience, people learn more about the challenges that their communities face and become more likely to take leadership roles in finding solutions. Another study found individuals who had participated in service programs in high school were more likely to be engaged in community organizations as adults.

Professional Development:

Volunteering and service also provide unique professional opportunities for working-age adults. In one survey, more than four out of five respondents found that volunteering enhanced problem-solving and decision-making skills. In another survey, nearly 25% of volunteers reported that they volunteered to make new professional contacts. Volunteering also provides opportunities to gain leadership experience and can be a creative outlet to relieve stress. Community service can also help individuals explore new career opportunities. Employers recognize these benefits, and often rely on service initiatives to improve teamwork and morale.¹

Our city's tradition of service

Nashville has a long history as a generous city, with many residents dedicating themselves, both personally and professionally, to service. From 2006 to 2008, one in every four adults volunteered and in 2009, Nashville residents participate in more than 33 million hours of service. Despite the many personal benefits of volunteerism, most Nashvillians volunteer to simply make a difference.

Leading By Example

With the leadership of Mayor Dean, a tremendous amount of volunteerism takes place within Metro Government. In addition to utilizing volunteers for everyday operations, Metro effectively utilizes volunteers during times of disaster or emergency. Nashville recently signed a Memorandum of Understanding (MOU) between the Mayor's Office of Emergency Management and a local volunteer

management agency, Hands On Nashville. Under the MOU, Hands On Nashville is represented in the city's Emergency Operations Center any time it is fully activated. They assist with volunteer assignments and deployment during a major emergency or disaster. In response to the flood of May 2010, Hands On Nashville alone recorded 19,000 volunteers assisting with flood recovery and re-build efforts. Naturally, many Metro government employees were among these committed volunteers.

In addition to responding to emergencies, Metro employees often take the lead in preventative volunteer efforts, setting an example for other area businesses and civic groups. When the food or blood bank supplies are low or when coats are needed for the homeless, Metro employees are always among the first to respond.

Public Education is Mayor Dean's top priority. To reinforce this priority, in the spring of 2010, the Mayor signed an Executive Order allowing Metro employees to volunteer one hour a week in Metropolitan Nashville Public Schools. Under the order, employees receive paid time off from their work while volunteering. Research shows that when students are paired up with volunteer tutors or mentors they are more likely to show improvement in their grades, be more engaged in school, and most importantly, graduate from high school. Volunteer opportunities range from mentoring and tutoring students, to serving as a classroom aide, to working in the school library, and to help with projects to beautify and enhance the interior and exterior of our schools. When Mayor Dean signed the Executive Order, he said: "the volunteer opportunities are many and varied. I feel certain any Metro employee with passion for giving will find a place where their talents and knowledge can benefit our schools."

Working in cooperation with local environmental organizations, Metro's Department of Beautification does an impressive job in coordinating large volunteer efforts. As a result, Nashville has been nationally recognized for its ability to successfully utilize large numbers of volunteers in beautification projects and was selected by Keep America Beautiful as a national spotlight city in May 2009. On this date, volunteers across the state gathered in Nashville for a collective day of community service.

Volunteers within Metro Government also play an important role in shaping the Mayor's goals. Volunteers not only created the Mayor's Green Ribbon Committee Report but have been very active in carrying out the report's many recommendations. Volunteers also contributed and continue to be an integral part of im-

plementing the Mayor's Office Children and Youth Master Plan. Leaders in our community give their time, energy and dedication to numerous committees and advisory councils that compliment and enhance the Mayor's priority areas.

The way Metro Government, and specifically the Mayor's Office, engages volunteers sets an example of employer supported citizen engagement for other area businesses and community groups to follow

Using service to respond to city challenges

Every city has its challenges and every Mayor has his / her top priorities to address those challenges. A key strategy of Mayor Dean's is to utilize volunteers to help accomplish certain educational and environmental goals. To assist in this effort, Impact Nashville has tapped into the existing expertise, energy, and creativity of nonprofits, businesses, Universities and government agencies.

One strategy Impact Nashville uses to ensure greater impact is characterized by the concept of "impact volunteering" – volunteer projects that target community needs, use best practices and set clear outcomes and measure to gauge progress. Impact Nashville built upon and elevated existing educational and environmental efforts while also developing new and innovative "impact service initiatives".

Here is why Impact Nashville's priority areas were chosen and how these needs will be addressed by volunteers:

Education

Metropolitan Nashville has 140 public schools and is the second largest school system in Tennessee. Serving more than 77,000 students, Metro Nashville Public Schools (MNPS) faces the same challenges as other urban school districts, including low math and reading scores and high dropout rates. The district failed to meet federal No Child Left Behind standards for five consecutive years, making it the only school district in the state to have the high priority status of "Restructuring I."

Because Mayor Dean has made improving public education the No. 1 priority of his administration, the Mayor's Office has undertaken several successful initiatives, including recruiting Teach For America and the New Teacher Project to Nashville, establishing a fund to accept private donations to support education reform efforts, and helping to pass a state law more receptive to public charter schools.

To add to these strong efforts—Mayor Dean plans to utilize volunteers to focus on the highest need areas in our public schools. One of these areas is literacy. Third grade reading scores on the standardized Tennessee Comprehensive Assessment Program (TCAP) decreased during the 2008 to the 2009 school years. This decline indicates additional needs for K-2 students. In response to this concern, Impact Nashville volunteers will tutor K-2 students in hopes to improve reading.

Mayor Dean plans to utilize volunteers to focus on the highest need areas in our public schools. One of these areas is literacy.

A program that Mayor Dean implemented shortly after he took office is the Nashville Afterschool Zone Alliance (NAZA). NAZA was created to address the needs of middle-school students. Only 10% of Nashville's 21,500 public middle-school students participate in structured afterschool programming. Given that academic achievement scores at the end of middle-school (8th grade) is a good predictor of student college and career readiness at high school graduation, this number is concerning. Building upon the NAZA program, Impact Nashville has created a three-tiered mentor program between middle-school, high school, and collegiate students to help further the academic and attitudinal successes of the NAZA program.

Additionally, Impact Nashville will engage students in service-learning and service leadership activities. Currently, only 23 Metro schools (15%) participate in formalized service-learning projects. Data indicates that service participation builds confidence, problem solving, leadership, and self-reliance. With the help of our university partners and MNPS, Impact Nashville will work to develop a strategy to increase school-based service-learning over the next two years. Expected outcomes include an increase in student leadership and connectivity between the student, school and community connectivity.

Environmental Education and Impact

Early in his tenure, Mayor Dean signed an Executive Order appointing a Green Ribbon Committee on Environmental Sustainability and created the position of an Environmental Sustainability Manager in the Mayor's Office. That Order charged the Green Ribbon Committee with the task of recommending environmental targets as well as high-level policy direction consistent with the Tennessee Governor's Task Force on Energy Policy.

After 12 months of extensive research and information gathering, the Green Ribbon Report was completed in June 2009 and is being implemented in stages. Mayor Dean is the first Mayor to create a unified vision around environmental sustainability for the city and set a goal of making Nashville "the greenest city in the Southeast." Additionally, Mayor Dean is a signatory to the U.S. Mayors Climate Protection Agreement to reduce greenhouse gas emissions in Nashville.

One of the most important goals from the Mayor's Green Ribbon Committee is to reduce the city's carbon footprint because Tennessee has a higher-than-

average level of energy intensity (consumes more energy per dollar of economic activity than most other states), and Tennessee's residential energy consumption, as a percentage of its overall use, exceeds that of the South and the nation. In partnership with the newly formed Mayor's Office of Environment and Sustainability, Impact Nashville will address this goal in two ways. First, through the flood recovery efforts, Impact Nashville will utilize volunteers to work one-on-one with flood victims in the re-build. Second, through an incentive program, trained volunteers will educate and register homeowners to integrate energy efficiency and behavioral changes into their homes and lives.

The May 2010 flood brought debris to our natural infrastructure, particularly our waterways. Nashville has over 2,500 stream miles in our county and each one of these streams was affected by the rising waters, the strong currents, and the debris picked up during the heavy rains of the flood. Our waterways still have an abundance of flow-inhibiting debris. This debris has not been fully identified or removed, thereby increasing the risk of future flooding. Impact Nashville will utilize volunteers to identify, record, and remove this debris and design a collaborative system for citizens to take ownership of the waterways and ensure they remain clean.

Trees bring many environmentally enhancing qualities to our land and to our community. Trees also improve the city's tree canopy. Nationally, impervious surfaces have increased by 20% over the past two decades in urban areas and urban tree canopy has decreased by 17% over the last twenty years. With the guidance of Impact Nashville, volunteers will implement stormwater management tools to improve the ways water can be better dispersed and absorbed naturally. Two natural tools to address stormwater are planting trees and rain gardens. Volunteers will plant trees and rain gardens in targeted flood-damaged areas to help absorb and mitigate stormwater and improve erosion and drainage control. Over time these flood-affected communities will have a stronger, natural absorption system in place ... planted by volunteers.

Through these initiatives, residents will have increased ownership and awareness of the causes and achievable solutions for the city's most pressing challenges. Further, Impact Nashville will be consistent with Mayor Dean's administration's principals, engaging citizens in new and innovative ways that will have a real and measurable impact on Nashville's needs. ○



Impact Nashville will utilize volunteers to identify, record, and remove this debris and design a collaborative system for our citizens to take ownership of our waterways and ensure they remain clean.



In order to develop a series of meaningful and relevant initiatives to increase service in Nashville, Nashville's Cities of Service team surveyed organizations that use volunteers and experts in the service arena. These efforts revealed a tremendous commitment to service in Nashville today. The goals and strategies outlined in the following sections of this plan aim to build on Nashville's strengths and address challenges to increase the amount and impact of service throughout the city.

Impact Nashville's methodology process:

We conducted an assessment of existing service levels and stakeholders within the city so that a benchmark was established for future comparison purposes: The U.S. Census population estimate for Nashville/ Davidson County in 2008 was 626,149 with an estimated MSA population of 1.55 million. In a city as large as Nashville, it is critical to understand the city's volunteer baseline. To accomplish this task, Impact Nashville completed the following:

a) Surveyed the nonprofit community: Nashville's Cities of Service team assessed Nashville's current service providers and verified top community needs. We interviewed over 380 nonprofits, governmental agencies, schools, civic and membership groups, faith-based groups, colleges/universities and funders to collect baseline service measures of i) services provided generally; ii) services provided as they relate to education and the environment; and iii) perceived highest priority community needs.

b) Surveyed Nashville's active volunteers: Nashville's Cities of Service team interviewed many Nashville citizens who are actively engaged in volunteering in the diverse needs of our community. Their feedback provided an overview of how the volunteer experience can be more impactful as a whole.

The action steps to develop these assessments included a wide range of tasks. First a leadership team was formed to identify needed information, gather data, and determine the data-gathering avenues. We then reviewed the information together with this leadership team and drew strategic conclusions.

We produced a coordinated citywide plan to increase service through a planning process that involved existing service and volunteer reliant nonprofits, local volunteer management agencies, and local funders.

Once benchmark data was captured, the planning process included the following activities:

The goals and strategies outlined in the next chapter aim to build on these strengths and address challenges in order to increase the amount and impact of service throughout the city.

- a) Crafting the planning process to convene a wide range of stakeholders;
- b) Engaging extended stakeholders in discussion groups according to priority areas (education or environment); and
- c) Examining existing service levels, findings specific to volunteer needs and interests, potential measurable service outcomes, and a plan to launch the service initiative.

We meaningfully engaged local universities in the development and support of the service plan:

Our local universities have leading roles in community volunteerism, especially in our public schools. In 2009, The PENCIL Foundation tracked 152 university volunteers as math and/or reading partners from 10 universities and colleges and 200 additional volunteers as tutors and school supply coordinators.

The process gave the Mayor and the Nashville's Cities of Service team an opportunity to signal Nashville's increased commitment to and leadership on service.

In the planning process, Impact Nashville engaged universities in the following ways:

- a) Included the Director of the Tennessee Campus Compact (TNCC) on the Cities of Service strategy team. TNCC statewide has 30 universities and colleges as members with five located in Nashville

(Vanderbilt University, Belmont University, Lipscomb University, Tennessee State University and Trevecca Nazarene University).

- b) Included David Lipscomb University's Service Learning Department; Vanderbilt University's Office of Public Affairs, Office of Active Citizenship and Engagement, and Office of Nashville Studies; Tennessee State University's Center for Service-Learning and Civic Engagement; and Belmont University's Center for Social Entrepreneurship and Service-Learning, and education and environmental departments in the design and scope of Impact Nashville's initiatives.

We defined how Impact Nashville will measure the impact of the city's service initiatives:

Nashville's Cities of Service team interviewed experts who create tools and measurements to research data specifically in the educational and environmental fields. Rather than focusing on the traditional measurements of outputs (ie. the number of volunteers involved or the numbers of volunteer hours contributed), our team created a plan for each initiative to take the volunteer work to the next level by focusing on the impact of the volunteer activity.

The measurement plan expanded the evidence base for effective volunteer engagement strategies. In doing so, the team included impact metrics for the impact service initiatives, participation metrics for the impact service initiatives, and other relevant metrics for the infrastructure initiatives to create Impact Nashville's measurement plan.

These partner dialogues provided the framework to build an engaged network of supporters and champions that helped shape and will help implement Impact Nashville's plan. The process also gave the Mayor and the Nashville's Cities of Service team an opportunity to signal Nashville's increased commitment to and leadership on service. ○





EDUCATION

1. Pressing Challenge: Only 10% of Nashville's 21,500 public middle-school students participate in structured afterschool programming. Academic achievement scores at the end of middle-school (8th grade) is a good predictor of student college and career readiness at high school graduation. Additionally, police statistics show that juvenile crime and child victimization are more likely to occur between the hours of 3 – 7pm when young people are more likely to be unsupervised.

Initiative: To address these challenges, Impact Nashville will engage middle-school students in scholastically structured afterschool programming and positive older peer mentorship. Impact Nashville will partner a high school student with a high need middle-school student to mentor/ tutor in reading comprehension, math or general homework assignments in a structured AfterSchool Zone Alliance (NAZA) program.

Overview: NAZA's afterschool zone in East Nashville is the selected site for this pilot middle school / high school mentor program. Working in cooperation with the selected high school, Big Brothers Big Sisters (BBBS) will select a group of sophomore and junior mentors, "Bigs". These mentors will assist their assigned middle school student, "Littles", with reading comprehension, math or general homework assignments. A representative from BBBS will manage the mentor program at the East Nashville NAZA site and conduct all surveying.

In addition to academic assistance, mentors will foster and promote positive values, a commitment to learning, social competencies and a positive self-identity. Ironically, the mentors will benefit in many of the same ways including a stronger sense of responsibility for others, leadership and empowerment.

This pilot program will engage an additional higher step of near-peer mentorship by partnering with a local university or college. Selected collegiate students will meet jointly with both the "Bigs" and "Littles". These higher education students will serve as role models, fostering an earlier and deeper foundation in career development by sharing experiences of college life and career plans.

The long-term goal for this initiative is to pilot the mentor project in one NAZA zone, then expand to the remaining seven NAZA zones in the next five years.

2. Pressing Challenge: Third grade reading scores on the standardized Tennessee Comprehensive Assessment Program (TCAP) have decreased from the 2008 to the 2009 school year.

Impact
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Initiative: To address this challenge, Volunteers will tutor/ mentor select K through 2nd grade students during the school day by reading with them using PENCIL Foundation's Reading Partners curriculum.

Overview: Cities of Service's education strategy team will design kindergarten, first and second grade reading projects for volunteers through Pencil Partners "Reading Partners" program. Once the students and project schedules are identified, they will be posted for registration on SchoolVolunteers.org and highlighted as a Cities of Service opportunity.

At the beginning of each school year, Impact Nashville will meet with principals and reading specialists in high need schools to identify students testing at the 25%-50% range of MNPS reading level scores. The reading specialist will then work with each student's teachers to design one-on-one volunteer twice weekly session schedules for two twelve week periods.

The reading specialist will be responsible for identifying volunteer/student workspace and for coordinating weekly reading projects. Selected students will complete a MNPS reading level test to establish a baseline. This test will be given again halfway through the year and at the school year end. The goal is for the student reading skill level to improve over the course of one academic year by a minimum of two levels.

ENVIRONMENT

A. Energy Efficiency

1. Pressing Challenge: Tennessee has a higher-than-average level of energy intensity (consumes more energy per dollar of economic activity than most other states), and Tennessee's residential energy consumption, as a percentage of its overall use, exceeds that of the South and the nation.

Initiative: To address these challenges, volunteers will integrate energy efficient components in the rebuild and repairs of flood damaged homes to reduce Nashville's carbon footprint.

Overview: Despite federal disaster assistance, many flood victims continue to struggle with the financial gap between monies received and the actual cost of re-building, especially the labor costs. To help bridge this gap, Hands On Nashville and Rebuilding Together will provide skilled and unskilled construction volunteers to help repair and rebuild flood-affected homes.

Each home selected for volunteer re-building will be assigned a "House Captain". These House Captains will conduct a full assessment of each home's exist-

ing energy efficient component. Following a comprehensive retrofit task list, the House Captain will determine what internal and external improvements, practices, and donated materials can be provided to increase energy efficiency.

After the rebuild is complete, a post-assessment RetroFit Task List will be conducted to assess the "new home envelope" taking into consideration insulation in wall levels, insulation in attic levels, insulation in crawlspace levels, new or existing HVAC unit specs, single or double-pane windows, and other recorded improvements. In addition, the House Captain will educate the homeowner on best behavioral practices to lower energy costs.

To educate the volunteers, on-site and post-project information will be shared explaining the energy efficient best practices incorporated into the rebuilding process. Each volunteer will be provided with list of sustainable practices and why each practice is important. It is our hope that the volunteer will implement these practices into their own homes and share with family and friends.

2. Pressing Challenge: In Davidson County, per capita residential greenhouse gas emissions are 25% higher than the national average.

Initiative: To address this challenge, volunteers will educate and encourage homeowners to increase the number of energy efficient retrofits in existing homes across Davidson County by registering homeowners for Nashville Electric Service's In-Home Energy Evaluation Program.

Overview: One of Mayor Karl Dean's Green Ribbon Committee's recommendations is to reduce Nashville's energy usage. The committee's goal is a 5% reduction by 2012 and a 20% reduction by 2020. Nashville Electric Service (NES), in partnership with the Tennessee Valley Authority (TVA), has developed a program to encourage energy efficiency through residential energy efficient retrofits of existing homeowners' adoption of energy efficient integrations into existing properties.

Financial incentives and education are essential components of encouraging homeowners to take action. Therefore, it is essential that volunteers educate and inspire residents to participate in this city-wide program. The Program requires the following three steps:

1. The homeowner will register for an In-Home Energy Evaluation by a TVA-certified evaluator. The evaluator will inspect the home and create a report outlin-

ing the potential energy-efficiency modifications and available incentives and financing. The cost for the evaluation is \$150. If recommended improvements totaling more than \$150 are made, the fee is reimbursed;

2. All home improvements need to be completed within 90 days to be eligible for rebates. All work will be inspected to ensure proper installation and maximized savings; and

3. Homeowners will be reimbursed 50% of the cost of qualifying improvements up to a total of \$500. In addition, federal tax credits may apply for some improvements up to \$1500.

Registering Davidson County homeowners for the In Home Evaluation Program is the first step to adopting energy efficiency into their homes. Teams of volunteers will be trained and deployed to targeted neighborhoods to educate and register homeowners. In addition to door-to-door engagement, volunteers will set up booths at grocery stores and businesses in targeted neighborhoods to promote the Program further.

The first neighborhoods to target for the Program will be selected by Metro districts. The first district leading the effort is District 18 that has already launched a comprehensive “Go Green District 18” marketing plan. The goal is a 5% energy consumption reduction in the district, accomplished by having 360 residences complete the In Home Evaluation and modifications. In a neighborhood characterized by unique, historic homes, such as District 18, the percentage of residential carbon emissions is higher than an average Nashville neighborhood. It is important that these homes are retro fitted to increase their energy efficiency, reduce their dependence on fossil fuels, and shrink the community’s carbon footprint.

After District 18’s goals are met, we hope to foster a healthy competitive spirit between districts to create and execute similar goals. Volunteers will continue to assist in educating and registering homeowners in all Davidson County districts across the city.

B. Environmental Flood Recovery

1. Pressing Challenge: Nashville’s waterways have an abundance of flow-inhibiting debris caused by the historic May 2010 flood. The amount of debris has not, however, been identified. That lack of data and the presence of the debris places our community and environment at risk in the event of a heavy rain.

Initiative: To address these challenges, volunteers will canvas Davidson County’s waterways to identify critical areas and types of debris. Teams will then be trained and mobilized in volunteer friendly areas to remove debris. Information regarding the debris that is too large or unsafe to handle will be recorded and escalated.

Overview: The powerful rain of the May 2010 flooded our rivers, streams, and creeks collecting and carrying materials downstream with it (such as household construction, waste and woody debris). Even though the waters subsided, the debris

It is important that these homes are retro fitted to increase their energy efficiency, reduce their dependence on fossil fuels, and shrink the community’s carbon footprint.

remains blocked or buried in the waterways or distributed across abutting properties and fields. This debris is dangerous for our environment and our community, not only for the potential for erosion and siltation, but also because it is our responsibility as citizens of Nashville to remove this debris before it is carried downstream to the next community.

Impact Nashville will train volunteers to canvas every waterway in our city, to pick up debris and recording the details of any debris that is too large to remove. The location of materials will be mapped then the information will be reported to a capable agency for pick-up. To keep our waterways clean takes an organized, strategic, city-wide system that leads our community to take ownership of our behaviors and natural resources. Impact Nashville will work with a team to design and implement a strategic long-term solution to the debris in our waterways. The effort will include a strong initial event with noticeable results that seed sustainable participation by our citizens over the long term.

C. Stormwater Management

1. Pressing Challenge: Impervious surfaces have increased by 20% over the past two decades in urban areas. Urban tree canopy has decreased by 17% over the last 20 years.

Initiative: To address this challenge, volunteers will plant 1,000 non-invasive trees within two planting seasons in targeted neighborhoods or residential properties that will have the most impact on stormwater management. The trees will simultaneously increase urban tree canopy and assist stormwater management.

Overview: The Nashville tree planting initiative will partner with the existing 10,000 tree planting project, including the Cumberland River Compact and Metro Water Services. The 10,000 tree project began in 2009 and aims for 10,000 trees to be planted in Davidson County by 2014. Due to the 2010 flood, the tree planting project timeline will be accelerated and focused on stormwater management.

The Cumberland River Compact will roll out the first planting project in November, 2010, prime planting season. The kick-off planting event will partner with an existing program that provides free trees to neighborhood associations known as the Nashville Earth Day Festival Neighborhood Association's Tree Planting initiative. Volunteers will help load, deliver, and plant trees in participating neighborhoods.

The Cumberland River Compact will partner with the Nashville Tree Foundation for the second plant-

ing project for this initiative on ReLeaf Nashville Day scheduled for November 20, 2010. Impact Nashville will select a flood-affected neighborhood in which to plant trees on residential properties. On ReLeaf Day, both shade and ornamental trees with planting materials will be distributed to participating residences in the selected neighborhoods. Volunteer teams of three to four will convene at a pre-determined location and receive their assigned homes and trees. Each property owner will be present and will ideally participate in the tree planting. One volunteer from each team will educate the homeowner about maintenance of the tree as well as other information about best practices for stormwater management and water conservation.

A tree buddy will adopt a select number of trees and can assist new tree homeowners with watering or questions about the growth and health of their tree(s) for the first year (the most critical period of a tree's life). The Tree buddy will also take pictures every 3-6 months to enter the tree's location for tracking. Information about the tree will be entered into a tree benefits calculator that will estimate the monetary and environmental value of the tree annually. This initiative will expand to two additional flood impacted neighborhoods later in the 2010-2011 planting season.

2. Pressing Challenge: Over 11,000 homes were damaged in Davidson County because of the May 2010 flood.

Initiative: To address this challenge, volunteers will design and plant rain gardens on residential properties in selected neighborhoods that will have the strongest stormwater mitigation impact, improve erosion and control drainage in flood-damaged areas.

Overview: The rain garden initiative is part of a new promotional and educational campaign from Metro Water Services and the Cumberland River Compact. The rain gardens for Nashville include a rain garden "how-to" manual that provides an easy to read step-by-step instructions on planting and maintaining a rain garden.

Impact Nashville will assist in this initiative by signing up volunteers to help homeowners plant rain gardens. The team will target residential parcels with the most potential to reduce stormwater runoff and mitigate flooding. Funding will be available for a select number of rain gardens and the remaining homeowners will purchase their own supplies for the garden. Once the homeowner has the materials, volunteers will meet with the homeowners to design the garden. Once the design is complete, a follow-up ap-

pointment will be scheduled for the garden planting. After the garden is planted, volunteers will educate the homeowner on its maintenance and about other ways they can reduce storm-water runoff from their property. The Rain Gardens of Nashville website will provide further information to homeowners about their rain gardens and will allow residents to register and track the environmental benefits of their garden. Volunteers will also become Rain Garden Buddies and return seasonally to ensure the health and impact of the garden. This initiative will begin in Spring 2011.

INFRASTRUCTURE INITIATIVES

Challenges:

1. Creating a comprehensive portal website for impactful volunteerism in Davidson County.

Initiative: Nashville's Cities of Service team will partner with *Proof Branding* to design comprehensive branding and marketing strategies as part of an overall campaign aimed to increase volunteerism in Nashville while also raising the standards of volunteerism across all spectrums. The website, ImpactNashville.net, will first and foremost promote the Cities of Service initiatives but will also promote, encourage, and offer tools on other impactful volunteerism in our city.

ImpactNashville.net will set the bar on volunteerism and how volunteerism is defined for the city's priority areas. It will be a one stop shop for volunteers to locate and access one-time or routine volunteer opportunities that address our city's needs in impactful ways. The four impact areas include: 1) Impact on the service pool; 2) impact for the volunteer providing the service; 3) impact on the managing agency/non-profit; and 4) impact for our city. Impact Nashville's volunteer projects will be closely managed and tracked.

Further, the site will include enhanced search and matching capabilities, promote opportunities that address our greatest needs, and encourage individuals and community groups to engage in self-directed service efforts.

2. Design education and measurement tools to teach and empower private and public agencies on how to engage volunteers in innovative and impactful ways.

Initiative: Impact Nashville will partner with the Center for Non-profit Management to design a curriculum for non-profits, businesses, and organizations that work with volunteers on how to create innovative and impactful opportunities for volunteers. Further, we will teach best practices for measuring project impact on the service pool, impact for the volunteer, impact for the agency, its mission and vision, and impact on the city. In addition, these sessions will include events where members of the volunteer community can share their experiences, lessons learned and thoughts on best practices. ○

ImpactNashville.net will be a one stop shop for volunteers to locate and access one-time or routine volunteer opportunities that address our city's needs and prove impact across all areas.

NASHVILLE SERVICE PLAN METRICS

Priority Areas	Impact Service Initiative	Baseline	Impact metric
Environment: Stormwater Management	Tree Plantings	Zero trees planted for stormwater management in targeted flood impacted neighborhoods; % of Existing tree canopy in target neighborhoods	# of trees planted for stormwater management in targeted flood impacted neighborhoods; reduction in the amount of rainwater runoff from specific residential properties measured by RAIN; % Increase in tree canopy in target neighborhoods
Environment: Stormwater Management	Rain Gardens	Zero rain gardens in targeted flood impacted neighborhoods	# of rain gardens in targeted flood impacted neighborhoods; reduction in the amount of rainwater runoff from specific residential properties measured by RAIN
Environment: Energy Efficiency	Energy Efficiency in flood rebuild	Current Carbon emissions and energy consumption for each home measured using average monthly energy wattage used and NES bill cost before upgrades	Decrease in carbon emissions and decrease in energy consumption measured by average monthly energy wattage used and NES bill cost after upgrades
Environment: Energy Efficiency	In Home Evaluation Retrofits	Residential greenhouse gas emissions from evaluated homes	Decrease residential greenhouse gas emissions by 5% in one year
Environment Flood Recovery	Waterway Debris Removal	Aprox. 2, 400 linear miles of waterways in Davidson County	Number of linear miles of waterways in Davidson County cleaned
Education	Improve K-2nd grade reading scores	1. Zero (or very few volunteers) working on K-2nd grade reading in selected high need schools 2.Cumulative MNPS reading level scores for K-2nd in each selected high need school	1. Total number of volunteers working on K-2nd grade reading in each of the selected high need schools 2. Cumulative MNPS reading level scores for K-2nd graders in each selected high need school
Education	High school student will mentor a high need middle school student in NAZA. Bring in College students to engage with both pops.	Middle Schoolers: Mentorees' attitudes before mentor program High Schoolers: Mentors' attitudes before mentor program Program: Average Middle school attendance rate to NAZA zone	Middle Schoolers: Mentorees' attitude improvements after mentor program High Schoolers: Mentors' attitude improvement after mentor program Program: Maintained or improved average attendance rate to NAZA zone
Cross Cutting	Impact Service Initiative		Metric
	Create a comprehensive portal website for all volunteerism in Davidson County		Website hits & click-throughs on Nashville's COS site
	Train Non-profits' to engage volunteers in innovative and impactful ways		Number of innovative/ impactful projects listed on COS website that meet site listing criteria; Number of participants in COS volunteer training hosted by the Center for Non-profit management





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AARP	Nashville Area Chamber of Commerce
Alignment Nashville	Nashville Electric Service
Bellevue Chamber of Commerce	Nashville Greenways
Big Brothers Big Sisters	Nashville Metro Council
Center for Non-profit Management	Nashville Tree Foundation
Community Foundation of Middle Tennessee	Oasis Center
Cumberland River Compact	ONE Nashville planning team
Dr. Jesse Register & MNPS	Pencil Foundation
E SPACES	Proof Branding
E3 Innovate	Rebuilding Together Nashville
Envolve Strategies	Sound Forest
Fifty Forward	Tennessee Campus Compact
Friends of Metro Schools	Tennessee State University
Governor's Office of Children's Care	The Corporation for National and Community Service
Green Ribbon Committee	TN Dept. of Environment and Conservation
Hands On Nashville	Trees Nashville
Hawkins Partners	United Way of Middle Tennessee
Junior Achievement of Middle Tennessee	US Green Building Council
Land Trust for Tennessee	Vanderbilt Center on Nashville Studies
Lipscomb College of Education	Vanderbilt Office of Active Citizenship and Service
Lipscomb University Institute for Sustainability	Vanderbilt University – TN Higher Learning Education Sustainability Association
Lipscomb University Service Learning	Vice Mayor Diane Neighbors
Mayor's Office of Children & Youth	Village Fund
Mayor's Office of Environment and Sustainability	Volunteer Tennessee
Mayor's Office of Neighborhoods	YCAP
Metro Planning Department	Young Leaders Council
Metro Water Services	
Nashville After Zone Alliance	



NOTES

1. "NYC Service: A Blueprint to Increase Civic Engagement," available at www.nyc.gov/service

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Logo design and layout
of Davidson County's
Cities of Service Plan by



NASHVILLE INITIATIVE OVERVIEW

Priority Areas	Impact Service Initiative	Description	
Environment: Stormwater Management	Tree Plantings	Volunteers will plant 1,000 non-invasive trees in flood-impacted neighborhoods in two years on residential properties that will have high impact on stormwater mitigation	
Environment: Stormwater Management	Rain Gardens	Volunteers will design and plant rain gardens on residential properties in flood-impacted neighborhoods that will have high stormwater mitigation impact	
Environment: Energy Efficiency	Energy Efficiency in flood rebuild	Volunteers will integrate energy efficient components in the rebuild and repairs of flood damaged homes	
Environment: Energy Efficiency	In Home Evaluation Retrofits	Volunteers will register homeowners for the Nashville Electric Service's In Home Evaluation Program	
Environment Flood Recovery	Waterway Debris Removal	Volunteers will canvas every waterway in Nashville identifying and removing debris deposits. A further strategic system will be designed by volunteers for citizens to take ownership of our waterways.	
Education	Improve K-2nd grade reading scores	Volunteers will tutor/ mentor select 3rd grade students performing at the 25-50% quartile of their classmates in Nashville's highest needs schools during the school day using PENCIL's Reading Partners one-on-one curriculum	
Education	High school student will mentor a high need middle school student in NAZA. Bring in College students to engage with both pops.	Partner a high school student with a high need middle-school student to mentor/ tutor in reading comprehension, math or general homework in structured afterschool program. A third tier mentorship will bring in college students to engage with both the middle & high school students.	
Cross Cutting	Impact Service Initiative		
	Create a comprehensive portal website for all volunteerism in Davidson County	Design a comprehensive branding and marketing strategy aimed to increase volunteerism while also raising the standards of volunteerism proving impact in four core areas	
	Train Non-profits' to engage volunteers in innovative and impactful ways	Design education and measurement tools to teach and empower private and public agencies on how to engage volunteers in innovative and impactful ways	

Baseline	Impact metric	Managing Partner	Timing
Zero trees planted for stormwater management in targeted flood impacted neighborhoods; % of Existing tree canopy in target neighborhoods	# of trees planted for stormwater management in targeted flood impacted neighborhoods; reduction in the amount of rainwater runoff from specific residential properties measured by RAIN; % Increase in tree canopy in target neighborhoods	Cumberland River Compact	November 2010-2012
Zero rain gardens in targeted flood impacted neighborhoods	# of rain gardens in targeted flood impacted neighborhoods; reduction in the amount of rainwater runoff from specific residential properties measured by RAIN	Cumberland River Compact	Spring 2011-2012
Current Carbon emissions and energy consumption for each home measured using average monthly energy wattage used and NES bill cost before upgrades	Decrease in carbon emissions and decrease in energy consumption measured by average monthly energy wattage used and NES bill cost after upgrades	Rebuilding Together	Fall 2010-2012
Residential greenhouse gas emissions from evaluated homes	Decrease residential greenhouse gas emissions by 5% in one year	Office of Environment & Sustainability	Fall 2010-2012
Aprox. 2, 400 linear miles of waterways in Davidson County	Number of linear miles of waterways in Davidson County cleaned	Cumberland River Compact Hands On Nashville Nashville Clean Water Project	Fall 2010-2012
1. Zero (or very few volunteers) working on K-2nd grade reading in selected high need schools 2.Cumulative MNPS reading level scores for K-2nd in each selected high need school	1. Total number of volunteers working on K-2nd grade reading in each of the selected high need schools 2. Cumulative MNPS reading level scores for K-2nd graders in each selected high need school	PENCIL Foundation	Fall 2010-on-going
Middle Schoolers: Mentorees' attitudes before mentor program High Schoolers: Mentors' attitudes before mentor program Program: Average Middle school attendance rate to NAZA zone	Middle Schoolers: Mentorees' attitude improvements after mentor program High Schoolers: Mentors' attitude improvement after mentor program Program: Maintained or improved average attendance rate to NAZA zone	Nashville After-school Zone Ailliance (NAZA) & Big Brothers Big Sisters	Fall 2010-on-going
	Metric		
	Website hits & click-throughs on Nashville's COS site	Proof Branding	On-going
	Number of innovative/ impactful projects listed on COS website that meet site listing criteria; Number of participants in COS volunteer training hosted by the Center for Non-profit management	Center for Non-profit Management/ Hands On Nashville	On-going

